

Developing Cooperative Disaster Networks for Cultural Institutions: A White Paper on the Pennsylvania Cultural Resilience Network (PaCRN)

Prepared by the Conservation Center for Art & Historic Artifacts (CCAHA)
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Abstract

Cultural institutions often lack the ability to develop comprehensive emergency preparedness and response measures, which has put many of the country's most prized artifacts in danger of being lost or destroyed in disasters. The Conservation Center for Art & Historic Artifacts (CCAHA) sought to remedy this issue in the state of Pennsylvania through the development of the Pennsylvania Cultural Resilience Network (PaCRN), and provide a model that could be used in other regions of the nation.

Through PaCRN, CCAHA aimed to create a supportive network on the statewide level of cultural institutions and emergency managers that could collaboratively provide assistance in developing these measures, with the goal of providing resources for effective emergency response and recovery. Training, relationship-building, and Commonwealth-wide policy development were the primary focus of this initiative.

PaCRN has significantly increased the emergency preparedness of cultural institutions in the state by:

- Enhancing safety and security for collections at institutions by aiding in the creation of institutional emergency response and recovery plans;
- Increasing knowledge among staff and volunteers at Pennsylvania's cultural institutions of emergency preparedness strategies and salvage protocols through workshops and webinars;
- Facilitating communication between cultural institutions and emergency managers;
- Improving regional networking and mutual aid assistance through the creation of Alliance for Response Networks;
- Increasing the availability of resources through Alliance for Response disaster supply caches; and
- Identifying appropriate resources and assisting with triaging decision-making processes through the Pennsylvania Cultural Response Team.

PaCRN has identified the following areas of continued need:

- Ensuring that all institutions have emergency response and recovery plans;
- Relationship-building between the cultural and emergency management communities;
- Further addressing the needs of rural and suburban areas throughout the state;
- Modifying the PaCRN and AFR models to more appropriately fit different regions' needs; and
- Providing long term sustainability for the programs developed through the initiative.

The Conservation Center for Art & Historic Artifacts would like to thank the Institute of Museum and Library Services (IMLS) for providing the National Leadership Grant that made this project a possibility.

Executive Summary

The highlights of major programs that developed from the Pennsylvania Cultural Resilience Network (PaCRN) initiative, under the guidance of the Conservation Center for Art & Historic Artifacts (CCAHA) and funded through an Institute of Museum and Library Services National Leadership grant are briefly described and analyzed in this summary section. Additional information on each of the programs is provided in the body of the report.

Networks

As implied by the name, the underlying goal of PaCRN was to create deeper connections related to emergency preparedness and response for cultural institutions in Pennsylvania. This emphasis has led to the development of many networks throughout the state. The networks have been formally established through the creation of Alliance for Response groups, the Statewide Response Team, and the Steering Committee. In addition to formal support through PaCRN grant activities, each network has been informally supported by peer-to-peer resource sharing and interactions that have been made possible through workshops, trainings, and the statewide symposium.

Alliance for Response (AFR)

The National AFR initiative began in 2003 by Heritage Preservation and aimed to link key cultural heritage and emergency response representatives, leading to new partnerships and local projects, focusing primarily on metropolitan areas with high densities of cultural resources around the country. PaCRN has scaled the concept and implemented AFR groups on a local level with the intent to have a greater geographic impact. Since Pennsylvania is so large and cultural institutions may be geographically dispersed, PaCRN strove to ensure that the more rural and suburban areas of the state were still being served by the networks, independent from the larger metropolitan areas.

Currently, there are eight networks active in Pennsylvania:

- Philadelphia
- Pittsburgh and Southwestern Pennsylvania
- Suburban Philadelphia
- Berks-Lehigh-Northampton
- Northeastern Pennsylvania
- South Central Pennsylvania
- Central Pennsylvania
- Northwestern Pennsylvania

The Philadelphia and Pittsburgh networks had formed prior to PaCRN, but the other six networks were created and/or supported during the grant. Groups were formed primarily by participants, who identified counties to be included, though the formalization of the networks was led by CCAHA's Preservation Specialist. Through the AFR groups, cultural institutions in each of these areas are now much more aware of each other and what resources exist in the state to aid in emergency response and preparedness. A sense of community has formed through the development of these networks, and several events have already been held in the regions to help improve preparedness measures, including story sharing, hands on training, and collaborative plan writing exercises.

An ongoing concern for the AFR networks is sustainability, since they are all volunteer run and do not have monetary support for programs.

Lessons Learned

While it may have seemed logical to let the groups define themselves, it may have been more beneficial to assign groups in accordance to pre-existing state supported structures and agencies, such as the Regional Task Forces (RTFs) or Voluntary Organizations Active in Disasters (VOADs). This alignment would have opened the groups up to state monetary support and organizational support since groups like the RTFs and VOADs already have regularly scheduled meetings and structures. Especially in the startup phase of AFRs, it is essential that an outside organization such as CCAHA is available to supply motivation and liaison with state agencies, but having continued support such as that provided by CCAHA in the startup phase would help to ensure the long-term sustainability of these networks.

Pennsylvania Cultural Response Team (PaCRT)

Having someone to turn to that understands the needs of a museum, library, archive, or historic site can be a life saver in an emergency situation. A team of approximately 50 individuals were recruited from across the state to serve on the Pennsylvania Cultural Response Team (PaCRT). Team members were selected based upon a number of criteria including the region where they live and work; their knowledge and background of cultural institutions in the area; their past experience with disaster planning and response; and their ability to commit to both the training and the subsequent commitment to serving as a contact, resource, and leader in their community. After training, each of these individuals serve as volunteer intermediaries during disasters, linking cultural heritage staff to needed resources and assisting with response efforts when appropriate.

Lessons Learned

Since training, the PaCRT has focused on improving communications and streamlining the deployment process. Though the team has not had to fully deploy yet, it did have a chance to practice communicating during a recent flood at the Greene County Historical Society in Waynesburg, PA in late 2016. After receiving notification about the flood, PaCRT members prepared for a possible deployment to an historic structure by gathering information and resources. Though the situation was resolved without the need of PaCRT, this provided an important practice experience for team members and CCAHA staff. The communication during the preparation phase also demonstrated to the Emergency Management community the possible benefits of the team.

Similarly to the AFR networks, PaCRT faces sustainability issues moving forward. Conversations have begun to explore how the team might align with state agencies, like the State Archives and the State Historic Preservation Office. Without dedicated resources (staff, time and funding), it is difficult to guarantee how the team will remain engaged to the extent necessary to remain effective. CCAHA is committed to PaCRT and is investigating additional funding support to sustain and provide continued professional development to the team.

Steering Committee

To oversee and advise the program, 17 leaders in Pennsylvania's cultural and emergency response communities were recruited in fall 2013 to serve on the PaCRN Steering Committee. The Steering Committee was charged with developing strategies to support the regional Alliance for Response groups, including improvements to current systems for identifying and sharing resources and successful models. A key long-term goal of the Steering Committee was to work with state emergency response leaders to add an Annex concerning protocols at museums and historic sites to the statewide emergency response plan.

Although convened at the start of the project, the Steering Committee did not gain strong traction in planning until early 2016. During this last year of the project, the goals of the Steering Committee became more concrete and led to many ideas that have started to be implemented but require additional funding to fully deploy.

Lessons Learned

The renewed energy of the Steering Committee at the conclusion of the grant period shows a deep, statewide support for the PaCRN initiative and dedication to its sustainability. The Steering Committee is currently composed of representatives from each the Alliance for Response groups, at least one representative from PaCRT representatives of state and regional emergency management organizations, as well as other interested members. The group has quarterly conference calls, hosted by CCAHA. This ongoing communication system is vitally important to maintaining the networks developed throughout this program. The quarterly calls also serve to keep all parties involved motivated to continue working on ongoing goals, to remind groups that they are not alone in their frustrations and challenges, and to offer a platform for groups to share accomplishments and success stories.

Training

Workshops

Two workshops were held in multiple locations across the state during the PaCRN grant period: The Protecting Collections Workshop and the Hands on Disaster Response and Recovery Workshop. Participants found both workshops beneficial in helping to jumpstart their emergency planning process and giving them experience in dealing with a disaster recovery, which is something that is often only experienced in a real-life disaster.

The workshops were vital for giving members of the cultural community skills in emergency planning and recovery and established a baseline of knowledge across sector. The attendees at the workshops also provided the foundation for building the PaCRN networks. Through these workshops, people were given opportunities to meet, discuss, and even "survive" a disaster with colleagues from all over the state. It is through shared experiences that attendees began to discuss points of confluence between their organizations and brainstorm solutions to issues that could be addressed via regional networks.

Lesson Learned

As the scope of the grant project was defined, it was envisioned that the workshops would help to build awareness of and enthusiasm for the AFR networks. In hindsight it would have been beneficial to first

form the AFR groups and then leverage the workshop opportunities to grow the AFR networks by identifying the programs as AFR events. Currently, some AFR groups are launching events but are struggling to find time for volunteers to develop curriculum, as well as finding time and the funds to secure event locations or speakers and advertising. By partnering the Protecting Collections and Response and Recovery workshops with AFR networks, this may have provided additional foundational support for the burgeoning networks.

PaCRT Curriculum

The training the volunteer responders received was a series of four webinars and one in-person, day-long, intensive training event held in each of the three regions of the state (western, central, and eastern). The webinars have been made permanently available online¹, and an agenda to the day-long intensive training event is provided in the Appendices portion of this report.

Lessons Learned

Overall, the PaCRT was one of the biggest successes of the PaCRN project, however, there is still room for growth and further training for the team. There has been a little inconsistency with the type of training that PaCRT members have received – only about a quarter have done hands on salvage training, and almost everyone asked for a refresher on this topic when the PaCRT training had concluded. Ideally, the team selection criteria, with more applicants, could have included a baseline training threshold to ensure consistency. As the program expands, this can be incorporated in future team recruitment. Pulling PaCRT members from more established AFR networks could have also created more inclusiveness for all programs across the Commonwealth. Integrating the groups a little more also would have created a much needed link between the PaCRT and AFRs to create an overall more connected state.

This curriculum is meant to serve as a guideline for other states or regions who are wishing to implement such a team. It is important to note that while the curriculum may give other regions ideas about where to start, it will need to be modified to fit the needs of the specific region it is meant to serve. The methodology of building relationships with state agencies early in the process of creating a team such as this is truly the best approach. These agencies can shape what is feasible for a team to achieve, as well as how it can be the most smoothly integrated into existing state structures, as well as help to guide where continued support can be found.

Annex

As was done in Massachusetts through the COSTEP project², PaCRN aimed to include more language in Pennsylvania's state emergency plan that will provide protocols and procedures specifically for dealing with cultural institutions during a disaster. Such an "annex" was not officially added to the plan due to the timing of the development of the FEMA National Response Framework, which impacted the timing of Pennsylvania's scheduled plan updates. However, new language was developed in concert with state agencies to address these issues and conversations continue as to how it may be incorporated into future Pennsylvania emergency planning documents.

¹ <http://ccaaha.learningtimesevents.org/>

² <https://www.nedcc.org/free-resources/costep>

Report

Introduction

Museums, libraries, archives, historic sites, and other cultural institutions often lack the resources and time to develop comprehensive emergency preparedness and response measures. Without institutional policies and plans, many of the country's most prized cultural artifacts are in danger of being lost or destroyed in disasters, both man-made and natural. Creating a supportive network on the statewide level of cultural institutions and emergency managers that can collaboratively provide disaster response, create disaster plans, share supplies, and generally work together can reduce the strain on individual organizations, and ultimately create a more prepared statewide community.

The Conservation Center for Art & Historic Artifacts (CCAHA) aimed to create such a network through the development of the Pennsylvania Cultural Resilience Network (PaCRN). Funded through an Institute of Museum and Library Services (IMLS) National Leadership Grant, the goal of PaCRN was to create a strong network and provide resources for effective emergency response and recovery for cultural institutions in Pennsylvania. Training, relationship-building, and Commonwealth-wide policy development were the primary focus of this initiative. Originally intended to span Fall 2013-Fall 2015, funding was extended by a year and concluded in Fall 2016. Additional details on the PaCRN programs are described in this report.

Established in 1977 with grant assistance from the National Endowment for the Humanities, CCAHA has grown to become one of the largest non-profit, regional conservation and preservation centers in the United States. Over its 40-year history, CCAHA has dedicated itself to the preservation of our nation's artistic and documentary heritage. Its mission is to provide expertise and leadership in the preservation of our material culture. CCAHA's services include the treatment of works of art on paper, photographs, manuscripts, books, maps, prints, historic wallpaper, papyrus, and parchment. CCAHA educates, advises, and assists professionals in the cultural community with collections care through surveys, workshops, seminars, conferences, publications, and reference services. CCAHA provides subsidized internships and training for emerging conservation professionals; fosters public awareness about the importance of preserving our cultural heritage for the enrichment of society and future generations; and collaborates on local, regional, and national initiatives to ensure the survival of our national treasures.

CCAHA serves libraries, archives, museums, historical societies, historic house museums, research and educational institutions, as well as individuals and private organizations throughout the United States and internationally. Its goal is to continue to develop a comprehensive and fully integrated mix of services and to continue to expand and enhance its preservation services to reach diverse groups of institutions, particularly small to medium size institutions, whose staffing and financial resources are limited.

CCAHA's Preservation Services Department guides professionals in the cultural community with education, advice, and assistance with collections care through preservation assessments, risk assessments, emergency preparedness planning and response, consulting, educational programming, conferences, publications, and reference services. Much of the advice and guidance that the Preservation Services Department offers institutions comes in the form of planning: preservation planning, strategic planning, and, most importantly to PaCRN, emergency planning.

Project Justification

Heritage Health Index Report³

The idea for PaCRN began after Heritage Preservation's Heritage Health Index (HHI) report was released in 2005. The report, which is the summary of a survey taken by over 30,000 institutions across America, demonstrated the state of health of America's cultural heritage collections. The survey asked many different types of questions about collections care and preservation practices, but the responses to questions related to emergency preparedness showed a need for a concentrated training, planning, and resources in emergency preparedness and response for cultural institutions. The result of the survey demonstrated that the nation's collections were at risk of being lost or irreparably damaged because of inconsistent preparedness across the field. Figure 1 shows that 80% of collecting institutions across the country did not have emergency plans with staff trained to carry them out at the time of the survey. Furthermore, Figure 2 illustrates that as a result of this lack of planning, 2.6 billion collections are at risk nationally.

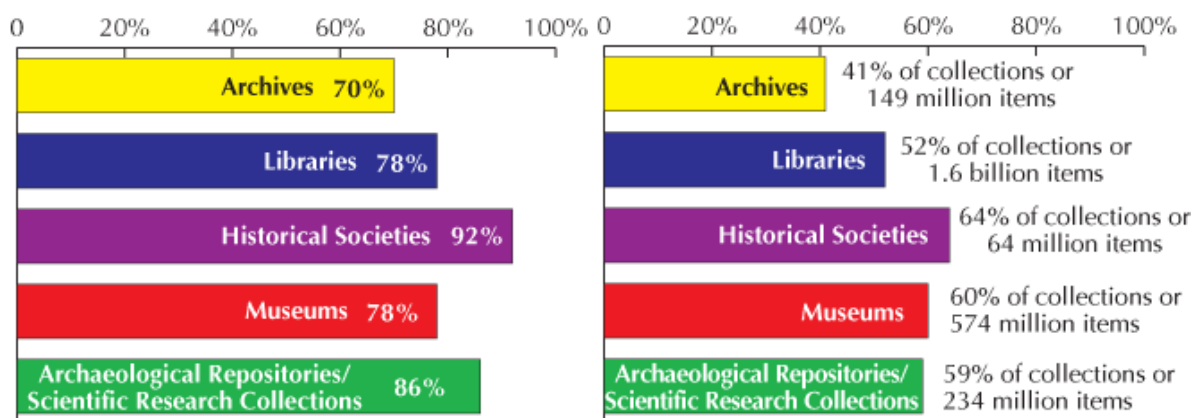


Figure 1: Institutions with No Emergency Plan with Staff Trained to Carry It Out

Figure 2: Collections at Risk Because Institutions Do Not Have Emergency Plans

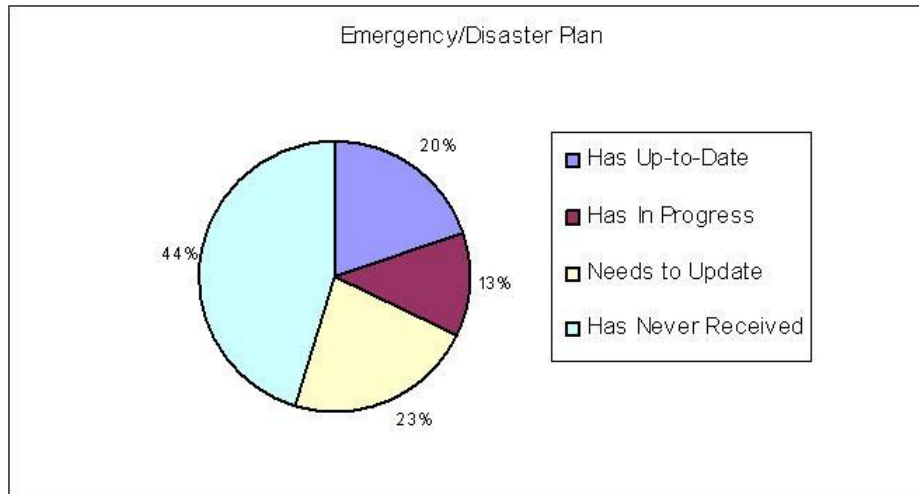
Pennsylvania's Connecting to Collections Survey⁴

In 2009, CCAHA followed up on the HHI Report with a statewide survey to gauge how well Pennsylvania institutions were undertaking collections care as compared to national results. With funding from an IMLS Connecting to Collections Planning Grant, CCAHA and partners surveyed over 2,000 institutions throughout the Commonwealth, including museums, libraries, archives, historic sites, historical societies, and other collecting institutions, asking similar questions to those in the HHI survey regarding all topics related to preservation. The data was collected through a comprehensive online survey and focus groups that were held in Philadelphia, Scranton, Harrisburg, Erie, and Pittsburgh.

³ "A Public Trust at Risk: The Heritage Health Index Report on the State of America's Collections," Heritage Preservation and the Institute of Museum and Library Services, 2005.

⁴ <http://www.ccaha.org/services/special-projects/connecting-to-collections-pa>

Several questions in the Pennsylvania survey focused on emergency planning. Figure 3 illustrates the state of emergency planning within the Commonwealth in 2009, showing that 44% of institutions in Pennsylvania had no emergency plan, 23% had a plan but they recognized that it was out of date, and 13% said they had something “in progress,” but without indication as to completeness. Only 20% of the 2,000 Pennsylvania institutions reported that they had a fully up to date emergency plan.



**Figure 3:
Pennsylvania
Institutions with
Emergency Plans**

Mirroring the national average, 80% of Pennsylvania’s collecting institutions did not have fully up-to-date emergency plans. As part of the survey CCAHA asked some follow up questions to determine what was needed to aid institutions in preparedness: 70% of respondents said that they needed help creating a plan, 77% said they needed training in emergency response, and 62% said they needed a risk or security assessment. From this information, CCAHA realized that it had the opportunity to create solutions to these problems, and develop a better prepared cultural community within the state.

Proposed Solutions

After examining the work that had already been done in Massachusetts through the development of the Coordinated Statewide Emergency Preparedness (COSTEP) Initiative,⁵ CCAHA decided to launch the Pennsylvania Cultural Resilience Network (PaCRN). COSTEP focuses on 4 areas: relationship building (primarily in building the connection of staff from the cultural community with those from the emergency management community), mitigating hazards, preparing for response, and sustaining the networks created by the program. Using these ideas, project goals for PaCRN were identified:

- Strengthen preparedness and response for cultural institutions
- Create community networks
- Provide resources & training
- Create a statewide network
- Improve statewide plan
- Provide a model for other regions

Other states have implemented some of the strategies outlined here, but few have systematically undertaken such a multi-faceted and comprehensive approach. Not only does PaCRN look to improve

⁵ <https://www.nedcc.org/free-resources/costep>

individual institutions' abilities to handle smaller emergencies, but it also aims to connect larger communities to help each other in large scale situations that may impact multiple sites or an entire region at once. Massachusetts and COSTEP have set up a very good framework for addressing cultural institutions during a disaster or emergency on a state level, however, it did not fully address the needs of a state like Pennsylvania that has broad geographic diversity and an unusually high density of cultural intuitions. Using the strong foundation of COSTEP the goal of PaCRN was to broaden the approach to meet the complex needs of Pennsylvania, giving a wider range of adaptability to fit other states or regions.

Network Development

Perhaps one of the most unique aspects of PaCRN has been the development of regional networks throughout the state. The networks have been formally established through the creation of the Alliance for Response groups, the Statewide Response Team, and the Steering Committee. Each of these networks is formalized but are also informally supported by peer-to-peer resource sharing and interaction that has been made possible through workshops, trainings, and the statewide symposium.

Alliance for Response Networks (AFRs)⁶

Alliance for Response, or AFR, began in 2003 as an initiative of Heritage Preservation. The original initiative was launched via a series of one-day forums that were designed to link key cultural heritage and emergency response representatives, leading to new partnerships and local projects. The aim of AFR was, and still is, to foster cooperation among cultural organizations, influence local planning efforts, and enhance the protection of cultural and historic resources. The original forums were mostly focused around larger metropolitan areas, however, PaCRN has implemented the concept on a more local scale with greater regional impact. Since Pennsylvania is so large and cultural institutions are geographically dispersed, PaCRN strove to ensure that the more rural and suburban areas of the state were still being served by the networks, independent from the larger metropolitan areas.

Pennsylvania's regional divisions are illustrated in Figure 4. Philadelphia (A) and Pittsburgh (B) were originally targeted in the first series of AFR forums. While these two metropolitan areas are in a relatively good position for emergency response, many key Pennsylvania sites are not located in those two urban centers, but rather in the suburban and rural areas of the state, and these sites continued to be at-risk. Many of these sites are in particular danger from environmental disasters that seem to be becoming more and more frequent in the region. Fortunately, the experience of the Pittsburgh Alliance for Response group offered a solid foundation to move forward in developing more networks in a uniform statewide system. Through PaCRN, CCAHA has worked to strengthen the emerging network in Erie for a Northwestern PA group (C), and helped to launch five all new networks:

- Suburban Philadelphia Alliance for Response (D)
- Berks-Lehigh-Northampton Alliance for Response (E)
- Northeastern Pennsylvania Alliance for Response (F)
- South Central Pennsylvania Alliance for Response (G)
- Central Pennsylvania Alliance for Response (H)

⁶ <http://www.heritageemergency.org/initiatives/alliance-for-response/afr-home/>

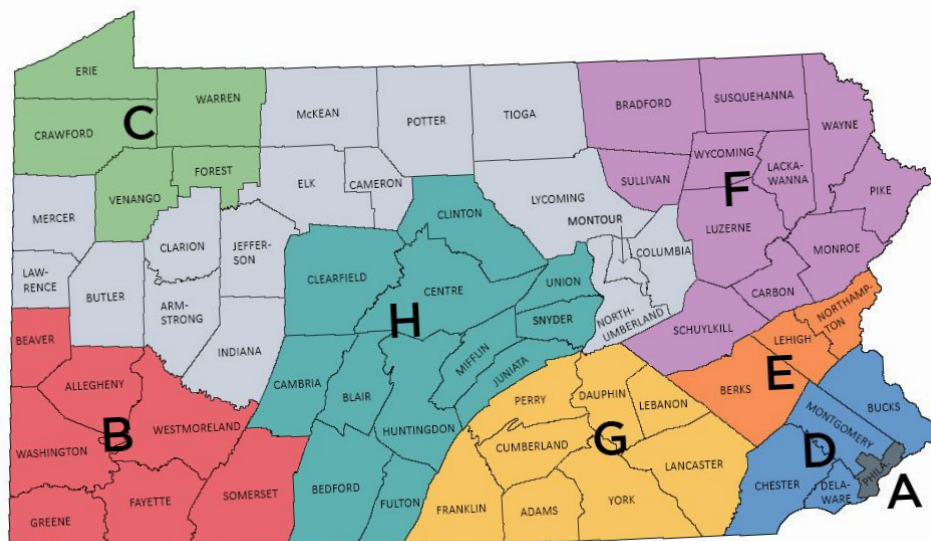


Figure 4: Pennsylvania's Alliance for Response Networks, 2016

The distribution of networks was largely guided by the participants at each of the AFR Meetings. CCAHA's Preservation Specialist, Samantha Forsko, facilitated two meetings in key cities around the state: one kick-off meeting and one governance structure meeting. Sample agendas from those two meetings are provided in Appendix A. While key cities were identified by CCAHA, participants at the meetings identified surrounding cities and counties that they wanted to include in their alliances. The networks formed where there was the most local enthusiasm. For example, CCAHA had planned meetings for Williamsport, in Lycoming County, with the hopes of creating a North Central group, but because traction couldn't be gained with the local cultural institutions, a network was not able to be formed in that region. Conversely, upon holding meetings in the Philadelphia area, it became evident that the suburban counties surrounding the major hub of Philadelphia felt they had different needs from the urban center and formed the Suburban Philadelphia Alliance for Response.

While there are still some gaps in the state, the new AFR networks provide fairly comprehensive coverage. As the networks continue to grow, there is the goal that more of the state can be incorporated. No other state has implemented the Alliance for Response model in this way.

To support the growing networks, each AFR group was equipped with a shared Disaster Supply Cache that included items that would be helpful for institutions to have on hand during the response and recovery phases of an emergency or disaster. Pittsburgh AFR had independently received a Preservation Assistance Grant from the National Endowment for the Humanities to create its own cache in 2011, which is now housed at the University of Pittsburgh. Access to this cache has proved to be a great membership benefit for that network, and the intent is that access to similar caches will help to strengthen the newer groups as well. Each network is now working to formalized deployment procedures for the supplies, and to create mutual aid agreements as an added membership benefit. A contents list of the Disaster Supply Caches can be found in Appendix B.

Pennsylvania Cultural Response Team (PaCRT)

An innovative aspect of PaCRN has been the development of a volunteer corps, called the Pennsylvania Cultural Response Team (PaCRT). A team of approximately 50 individuals were recruited from across the Commonwealth. Team members were selected based upon a number of criteria including the region where they live and work; their knowledge and background of cultural institutions in the area; their past experience with disaster planning and response; and their ability to commit to both the training and the subsequent commitment to serving as a contact, resource, and leader in their community. After training, each of these individuals serve as volunteer intermediaries during disasters, linking cultural heritage staff to needed resources and assisting with response efforts when appropriate. CCAHA maintains a database of volunteer contact information; when an institution is in need of assistance with emergency recovery measures or for planning, they can contact CCAHA who will pass along the contact information of nearby, trained, volunteer responders. No other state has created a statewide team quite like this, or used a training model like this.

The group remains connected through a shared Google Drive and Gmail account (to be discussed later), general email, and with a Facebook page (<https://www.facebook.com/PACulturalResponse/>).

Steering Committee

To oversee and advise the program, 17 leaders in Pennsylvania's cultural and emergency response communities were recruited in fall 2013 to serve on the PaCRN Steering Committee. The original roster of Steering Committee Members is included in Appendix C.

The Steering Committee was charged with developing strategies to support the regional Alliance for Response groups, including improvements to current systems for identifying and sharing resources and successful models. A key long-term goal of the Steering Committee was to work with state emergency response leaders to add an Annex concerning protocols at museums and historic sites to the statewide emergency response plan.

On December 4, 2013, the Steering Committee held its initial meeting at the Pennsylvania State Museum in Harrisburg. At the meeting, the Steering Committee reviewed the proposed two-year schedule of activities and discussed training needs and opportunities, resource development, communication and information dissemination, and strategies for creating sustainable Alliance for Response networks throughout the state.

Although convened at the start of the project, the Steering Committee did not gain strong traction in planning until early 2016. At that time, most of the original members were assembled with a few notable changes. First, David Haury had retired and was replaced by David Carmicheal as State Archivist. David Carmicheal had been a key figure with the development of the Heritage Emergency Response Alliance in Atlanta and the Savannah Heritage Emergency Response in Georgia during his time as that State's Archivist. Jeremy Young, Project Manager for the Disaster Planning for Historic Properties Initiative through the State Historic Preservation Office, was also added. Both of these additions greatly aided in the final year of the PaCRN grant, and helped to shape long term sustainability goals as well as providing much of the force behind working on the statewide emergency response plan. During this last year of the project, the goals of the Steering Committee became more concrete and led to many ideas that have started to be implemented but require additional funding to fully deploy.

Final Symposium

On September 20, 2016, at the end of this program, CCAHA organized a statewide conference at the Emergency Operations Center in Harrisburg to discuss lessons learned throughout the grant period. Approximately fifty people attended the conference, including representatives from Federal Emergency Management Agency (FEMA), Pennsylvania Emergency Management Agency (PEMA), Department of Homeland Security (DHS), first responders, a variety of state agencies, and many people from the cultural heritage community. The conference focused on emerging challenges, including consistent dissemination and adoption of best practices and the long-term sustainability of the regional AFR groups and the PaCRT.

Participants at the Symposium overall rated it very highly, and 77% said that they would attend the Symposium on an annual basis. In the survey conducted after the Symposium, participants almost universally appreciated the opportunity to network with their peers and emergency managers from across the state.

The Symposium's agenda is included in Appendix D.

Training

Protecting Collections Two-Day Workshop

During Save Pennsylvania's Past (2011-2013), the IMLS Connecting to Collections Implementation grant CCAHA was awarded following the statewide survey, CCAHA developed an emergency planning and preparedness workshop and toured it around the state. The two- part program was adapted from a very successful initiative developed by the Western States and Territories Preservation Assistance Service (WESTPAS). At the first workshop, participants received instructions on writing disaster plans, training staff in disaster protocols, setting pre- and post-disaster action priorities, and implementing salvage procedures. Between the first and second workshops, participants worked on developing an immediate response checklist for their institution. At the second workshop, these checklists and plans were reviewed and discussed, and opportunities explored for cooperation between the participating institutions on disaster response. This workshop was first presented in eight cities through Save Pennsylvania's Past, and four more cities were added with funding from the PaCRN grant. Participants in the workshop found the content useful in kick starting their planning processes and ensuring that vital emergency response information was formalized.

The agendas for both parts of this workshop are included in Appendix E.

Hands on Disaster Response and Recovery Workshop

More in depth recovery workshops were also included as part of the PaCRN project. CCAHA delivered a series of disaster response and recovery workshops at various locations throughout the state. At this workshop, CCAHA led attendees through a series of emergency scenarios designed to provide a hands on, intensive, disaster response and recovery experience in which participants respond to a simulated water emergency using the Incident Command System. This workshop was presented seven times throughout the state, and participants responded by saying how much more prepared they felt after knowing how materials will act in water, and what to actually do during a disaster. One participant left the workshop saying that she was "feeling a little more confident should we need to rally together" to save artifacts in her institution.

The agenda for this workshop can be found in Appendix F.

Pennsylvania Cultural Response Team (PaCRT) Training

The training the volunteer responders received was a combination of in-person and webinar based trainings. The training consisted of four webinars and one in-person, day-long, intensive training event held in each of the three regions of the state (western, central, and eastern).

WEBINARS

Understanding volunteer time and travel constraints, webinars were used in order to provide a versatile method of teaching. While volunteers were encouraged to attend the webinars live in order to participate in online chats and have the ability to ask questions of the speakers, they were also recorded so that volunteers could watch them convenience. All of these webinars have been made permanently available online at <http://ccaaha.learningtimesevents.org/>. Following each webinar, participants had homework assignments to be completed and turned in. See the agenda and timeline for the PaCRT training, attached in Appendix H.

- The first webinar focused on how emergency management is structured within Pennsylvania, as well an introduction to the Incident Command System of emergency management.
- The second webinar addressed insurance, specifically what kind of information will need to be gathered during an emergency. The webinar provided the team with information on dealing with insurance before, during, and after an incident, and gave a checklist of steps to take when entering a disaster scene. This webinar also offered numerous preparedness ideas - such as having up to date condition reports and photos on hand - that will be helpful not only for the team to be able to advise other institutions with to be better prepare themselves, but also for team members to do at their home institutions.
- The third webinar examined health and safety for responders, with the goal that the team would know what to do to protect themselves when entering a disaster scenario and know to ask the right questions to ensure their own personal safety. As a benefit of being a part of the PaCRT each, members also received a Personal Protective Equipment starter kit. The kits are meant to be supplemented, and this webinar provided some guidance on additional items that could potentially be added to the kits. The contents of these “Go Kits” can be found in Appendix G.
- The forth webinar discussed sustainability and the long term plans for the team, as well as lessons learned from the training sessions. It also provided a discussion about what is happening nationally regarding emergency preparedness and response for cultural institutions.

TRAINING EVENT

To round out the training of the PaCRT members, there were day-long in-person events held in three different locations across the state. These events were shaped by CCAHA staff and county emergency managers. The goal of the in-person training was to introduce the PaCRT to local emergency management,

integration of actions between PaCRT and emergency management, and facilitating smooth coordination between cultural and response agencies. A sample agenda for the events can be found in Appendix I.

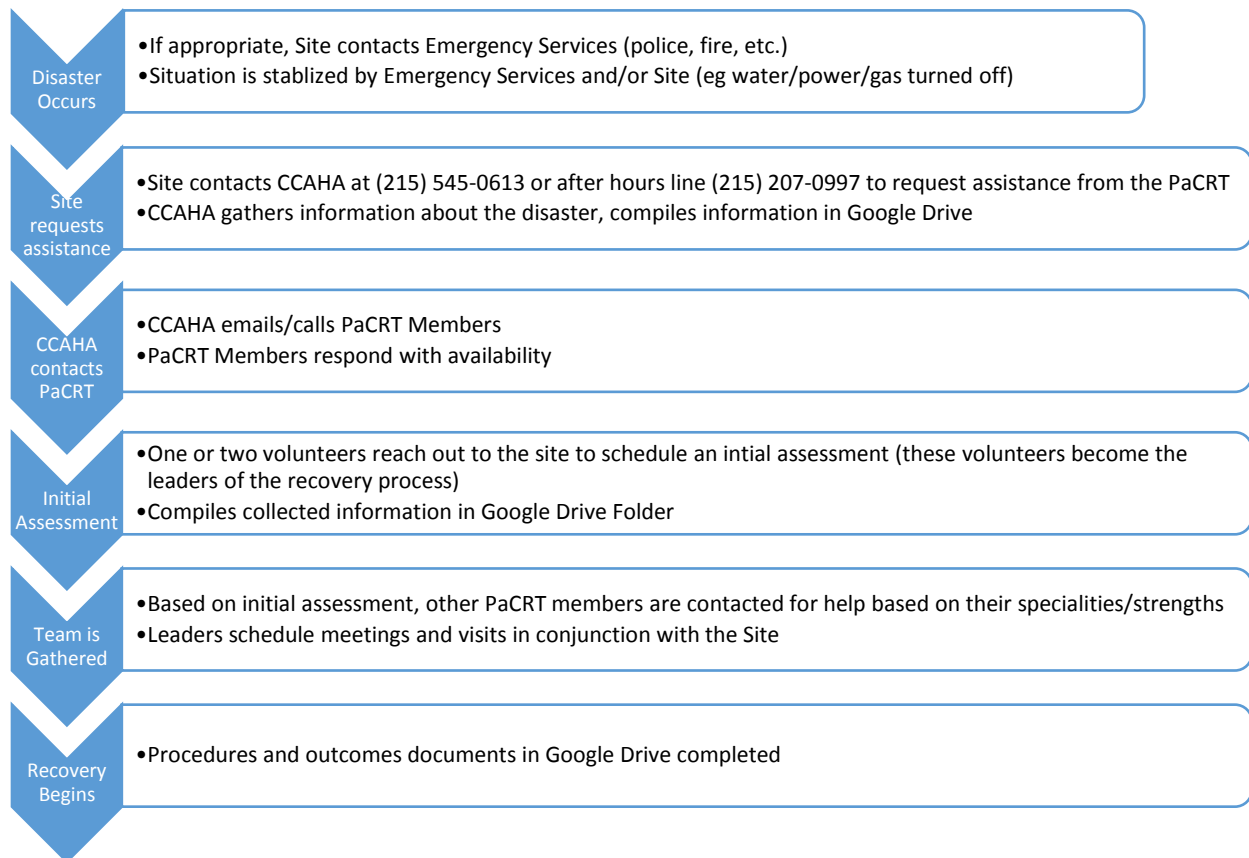


Figure 5: PaCRT Deployment Flowchart

Feedback from the training events suggested clearly that there was more work to do in terms of formal policy development. Team members needed to identify their strengths and weaknesses and develop a more reliable form of communication. Since the training events, the Team has started using Google Drive to organize documents and communicate with each other. There is a shared email address that everyone has access to, so an institution in need can email this general address for an answer from anyone. This format was chosen because of the flexibility that it offers. Those who already use Gmail can simply share the drive with themselves, and those that do not can still access all the information. Using this format, it is also possible for team members to work collaboratively on documents, editing and sharing them in real time, when Wi-Fi is available.

The Google Drive contains a contact information spreadsheet with Team members' phone numbers, email addresses and physical addresses, as well as self-identified areas of expertise – e.g. Book Conservation or Documentation. The Drive also contains standardized forms so that the team can ensure consistency in the information that is collected and so that everyone knows where to look to find relevant details. There are also resources and locations of disaster supplies; a folder will be created for each site once it requests assistance and so that all relevant information can be compiled in that folder.

Along with getting more prepared ahead of events and establishing lines of communication and information sharing, it was also clear that more thought needed to go into the actual logistics of the

“deployment” process. Because of this, a new deployment flowchart was developed, and is pictured in Figure 5.

Annex

As was done in Massachusetts through the COSTEP project, PaCRN aimed to include more language in Pennsylvania’s state emergency plan that will provide protocols and procedures specifically for dealing with cultural institutions during a disaster. Though such an “annex” was not actually added to the plan, new language was in fact developed to address these issues.

When the statewide emergency response and recovery plan was last updated in 2015, it aligned with the newly created National Response Framework, which added 15 functional annexes to address Emergency Support Functions, or ESFs. Fortunately, there are provisions for cultural and historic resources in ESF #11 but they are not as comprehensive as might be desired, as they are combined with the needs agricultural and natural resources. Having the unique needs of cultural institutions combined with the needs of agriculture is not ideal, but it is hoped that through continued work with the State Historic Preservation office, that an additional appendix to the ESF #11 can be added to provide more specific language to support historical and cultural resources at the time of a disaster. Also, work is being done on the state level via the Department of Community and Economic Development to create an annex to the Recovery Support Functions (RSFs), which are not specifically addressed in the statewide plan, which will explicitly deal with these cultural and historic resources while they recover from a disaster.

Lessons Learned

Revised Timeline

Numerous staff changes and transitions occurred at CCAHA during the time period of the PaCRN grant. There were multiple people charged with leading this project over the course of the grant period, which was eventually extended into a third year. The current Preservation Specialist, Samantha Forsko, was not hired until the final year of the three year period, and completed much of the final wrap up projects.

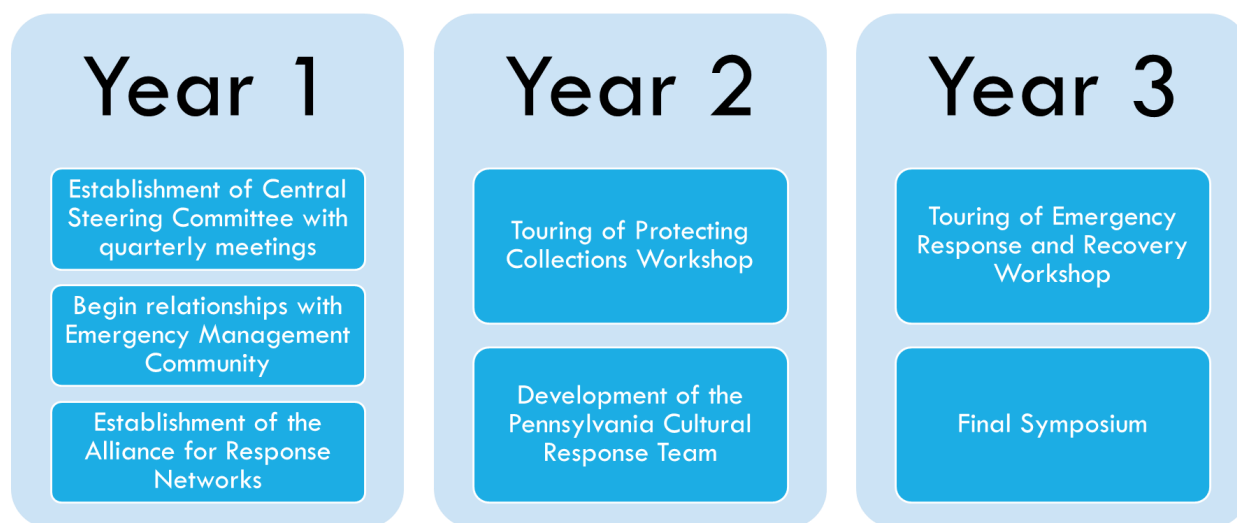


Figure 6: Ideal PaCRN Three Year Timeline

Had CCAHA known about these setbacks and extra year of funding, the timeline such as that depicted in Figure 6 would have been an ideal structure to the project.

Creating the Alliance for Response groups first and then being able to offer the following years as support could have helped to grow the networks and would have allowed them to be more established and thriving at the end of the grant period. Since the groups are composed of volunteers, and meant to be led by volunteers, in many cases members do not have the extra time and resources needed to launch these networks. Especially in the beginning, having one Preservation Specialist to be a constant force behind the groups may have been highly beneficial to the creation of the networks, and possibly even essential to their longevity. As the scope of the grant project was defined, it was realized that the workshops would help to build awareness of and enthusiasm for the AFR networks. In hindsight it would have been beneficial to first form the AFR groups and then leverage the workshop opportunities to grow the AFR networks by identifying the programs as AFR events. Currently, some AFR groups are launching events but are struggling to find time for volunteers to develop curriculum, as well as finding time and the funds to secure event locations or speakers and advertising. By partnering the Protecting Collections and Response and Recovery workshops with AFR networks, this may have provided additional foundational support for the burgeoning networks.

Pulling PaCRT members from more established AFR networks could have also created more inclusiveness for all programs across the Commonwealth. Integrating the groups a little more also would have created a much needed link between the PaCRT and AFRs to create an overall more connected state.

Focus on Relationship Building

Largely due to the staff change over previously mentioned, the focus on relationship building that was necessary for a project this extensive did not truly begin until much later than would have been ideal. Emergency preparedness is founded on relationships, and if those relationships had been built early on and then developed throughout the grant period, those relationships could have been more solidified earlier in the process. Creating a more defined timeline and schedule of meetings for the Steering Committee would have helped to provide some stability throughout the project, and may have also helped for PaCRN to align more closely with other statewide projects happening concurrently. Although convened at the start of the project, the Steering Committee did not gain strong traction in planning until early 2016. During this last year of the project, the goals of the Steering Committee became more concrete and led to many ideas that have started to be implemented but require additional funding to fully deploy.

A project like PaCRN has many moving parts and is multifaceted. Although all the project components were clear to CCAHA staff, additional clarification was necessary among the partners. Specifically, there was confusion surrounding the difference between the Alliance for Response networks and the Pennsylvania Cultural Response Team. The goal is that the Alliance for Response networks would focus more on preparedness and mitigation, and the Cultural Response Team would focus more on response and recovery, each essentially completing half of the Emergency Management Cycle, as illustrated in Figure 7. It seems that the confusion stemmed from the overuse of the word “response.” In some ways, there was not much that could be done to avoid the use of this word; the National AFR program has already been established using the word, so that could not be changed. Changing the word “response” to “recovery” was also an option for the PaCRT, but it is important to emphasize that it does need to be a *response* team when dealing with emergency managers, so that speedy recovery can be ensured.

However, as relationships became solidified over the course of the project, the confusions have been clarified.

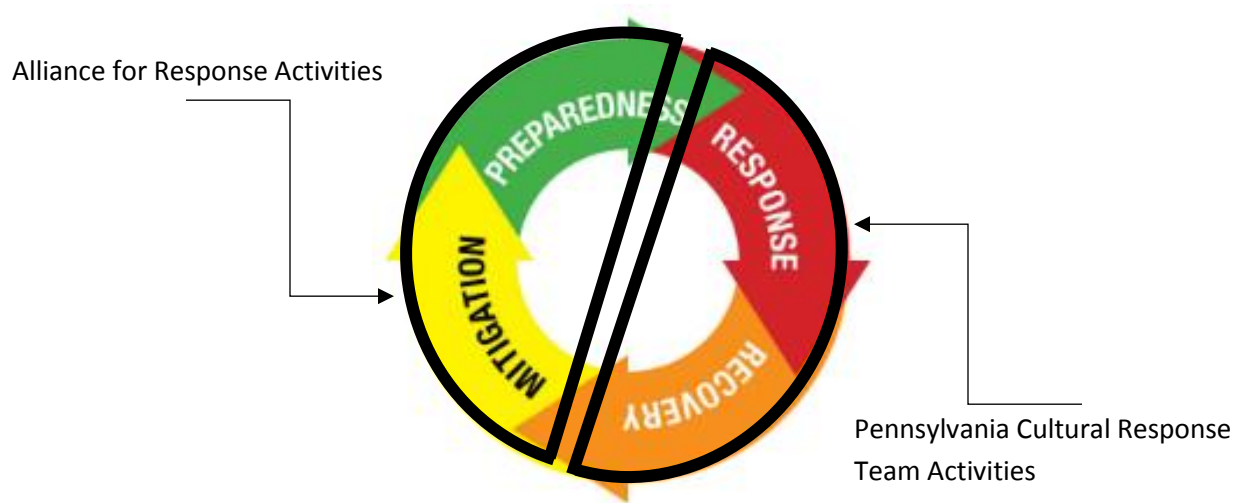


Figure 7: Emergency Management Cycle with AFR and PaCRT Division of Tasks

Learning about Emergency Managers

Speaking the Same Language

An example of the necessity for a shared glossary is the word “response.” “Response” means something very different to the emergency management community than it does to the cultural community. For emergency managers the word “response” means those very first, immediate, actions taken during a disaster situation, such as evacuating a building, turning off the building’s water supply, shutting off gas lines, putting out a fire, subduing an attacker, etc. Most of these actions actually revolve around human health and safety. “Response,” in the context that it has been used with the PaCRN project, is the core set of actions that are taken by professionals within cultural institutions to stabilize collections and ensure no further damage after an emergency situation. This very different contextual definition for the same word demonstrates how easily that intent and desired outcome can be misconstrued during emergency planning and emergency deployments.

To clarify language confusion between cultural organizations and emergency managers, Alliance for Response, as it was implemented in Pennsylvania, would be much more aptly called “Alliance for Readiness.” The Pennsylvania AFR groups are intended to focus on preparedness and mitigation methods that members can undertake together. Helping each other to write emergency plans, keeping a shared stockpile of emergency supplies, and hosting training sessions on topics like how to winterize historic buildings are all events and tasks that could conceivably be covered by AFRs, focusing on readiness measures on a regional basis. As previously discussed, changing the name of this initiative is not possible because PaCRN does not want to lose the association with the larger national program, but the discrepancy in language does create some difficulties in communicating with the emergency management community.

While AFR activities are not considered under the “response” umbrella by emergency management, the Pennsylvania Cultural Response Team does better fit the emergency management definition of

“responder.” While the team is not trained to nor intended to rush into a burning building, the volunteers do need to be on site as soon as possible to deal with time sensitive damaged cultural materials. PaCRT members are not first responders, but they should be considered “second” responders. The statewide team is meant to be called after preparedness measures fail, a disaster occurs, and first response issues have been dealt with – either by the site itself in a smaller emergency, or by the appropriate first responders in a larger disaster. Wet cultural materials only have 48 hours to be dealt with before there is the potential for growing mold and potentially being destroyed, so it is important that collections needs are addressed promptly. It is understood that health and human safety must be addressed first, but in the case of cultural institutions, the health and safety of the cultural materials does need to be addressed second. It has been the habit of the emergency management community to include cultural resource salvage in a recovery capacity, which has a longer timeframe that may make adequate collections salvage difficult or impossible. Working with emergency managers to develop protocols and to understand that some cultural resources require quicker action in the response phase has been part of the PaCRT team trainings.

It is evident that many of PaCRN’s activities lie somewhere in between traditional “response” and “recovery” as defined by emergency management terms. Figuring out what that new term may be and communicating it effectively has been a challenge from the start of the project, and is an ongoing issue that is still being addressed.

Concurrent Projects

When the PaCRN project was conceived in 2012, a goal was to begin working on adding an Annex to the State’s Emergency Plan that dealt specifically with cultural institutions. During the same timeframe FEMA had begun working on creating the National Response Framework (NRF)⁷. The NRF is a guide to how the Nation responds to all types of disasters and emergencies. It is built on scalable, flexible, and adaptable concepts identified in the National Incident Management System to align key roles and responsibilities across the Nation. This Framework describes specific authorities and best practices for managing incidents that range from the serious but purely local to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework describes the principles, roles and responsibilities, and coordinating structures for delivering the core capabilities required to respond to an incident and further describes how response efforts integrate with those of the other mission areas.

The NRF was released in 2013-2014, and designated Cultural and Historical Resources as an Emergency Support Function (ESF)⁸, grouped with Agricultural and Natural Resources in ESF #11. ESFs are the grouping of governmental and certain private sector capabilities into organizational structures to provide support, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following domestic incidents.

The State of Pennsylvania updated the Statewide Emergency Plan in 2015 in order to align with the NRF. Because the entire structure of the plan was being changed, it was difficult to get more precise language added to ESF #11 for the specific needs of Pennsylvania’s cultural resources. However, generic language was added to the plan and gives the starting point for future additions and revisions. Individual counties in Pennsylvania have begun expanding upon this section and have asked for PaCRN’s advice in assuring

⁷ <https://www.fema.gov/ko/media-library/assets/documents/32230>

⁸ <https://www.fema.gov/pdf/emergency/nrf/nrf-annexes-all.pdf>

that appropriate and effective language is used in county-level planning documents. The entire Statewide Plan will be updated again in 2018, and methods of communications and core relationships have been established to help ensure that state and PEMA Officials include PaCRN, CCAHA, and Steering Committee members in future state-level revisions of ESF #11.

Having better relationships in place with emergency management officials at the start of the PaCRN project and knowing the timeline for revision of statewide plans in more detail would have been helpful in strategizing the timeline, where to focus efforts, and what was achievable during the PaCRN grant period. It was a great success that cultural resources were addressed at all in the 2015 Statewide Plan, and it is very encouraging that PaCRN could be more involved in 2018 planning.

Structure

The way Emergency Management is structured in Pennsylvania is not consistent throughout the state, and may appear convoluted to someone who does not have a deep familiarity with emergency management systems in general. There are many layers and divisions, each one slightly different from the last. Each county has its own structure, the eastern half of the state is organized differently than the western part, and there are many different groups that operate in between. These intricacies in the emergency management structure of the Commonwealth sometimes made navigating and straddling the cultural and emergency organizations challenging.

REGIONAL TASK FORCES (RTFs)⁹

Upon developing the Alliance for Response networks, it would have been helpful to consider the existing structures of the state, particularly the Regional Task Forces (RTFs). In Pennsylvania the RTFs provide all-hazards preparedness, mitigation, prevention, protection, response, and recovery services to the citizens of their defined regions. The RTF regions were developed in the late 1990s in response to the growing threat of the use of weapons of mass destruction and terrorist attacks, but have expanded since then to cover other needs as well. Key Task Force programs include:

- The development, training and exercising of specialized response teams to augment first responders during emergent events or terrorist incidents
- The purchase of emergency response and recovery equipment and the proceduralization of interoperable communications, allowing real time access to information by all area public safety and security agencies
- Planning and exercising in preparation for large scale public health events, such as a pandemic.

There are nine RTFs throughout the state, depicted in Figure 8. In hindsight, when developing the AFR networks, it would have been preferable to align them with these nine RTFs to allow for stronger links between the AFRs and the PaCRT and existing emergency management structures. Closer alignment would have also allowed for more effective use of key task force programs by AFR groups and, potentially access to RTF funds. As it currently stands, the AFRs are not aligned with the RTFs, with some AFRs span geographic areas of multiple RTFs. Coordinating these two groups has proven to be difficult when the defined borders do not align.

⁹ <http://www.scmrtf.org/>

As with many government agencies, the RTFs can only serve their assigned regions. The difficulty lies in that the AFRs do not neatly line up with the RTFs, which makes providing services for the AFRs problematic. It may be possible to still find a way to work with RTFs, but it will require additional effort from the AFRs, and, as previously discussed, these are organizations that are run by volunteers, who have many other demands and do not have the time to devote the kind of attention to this task that it may require.

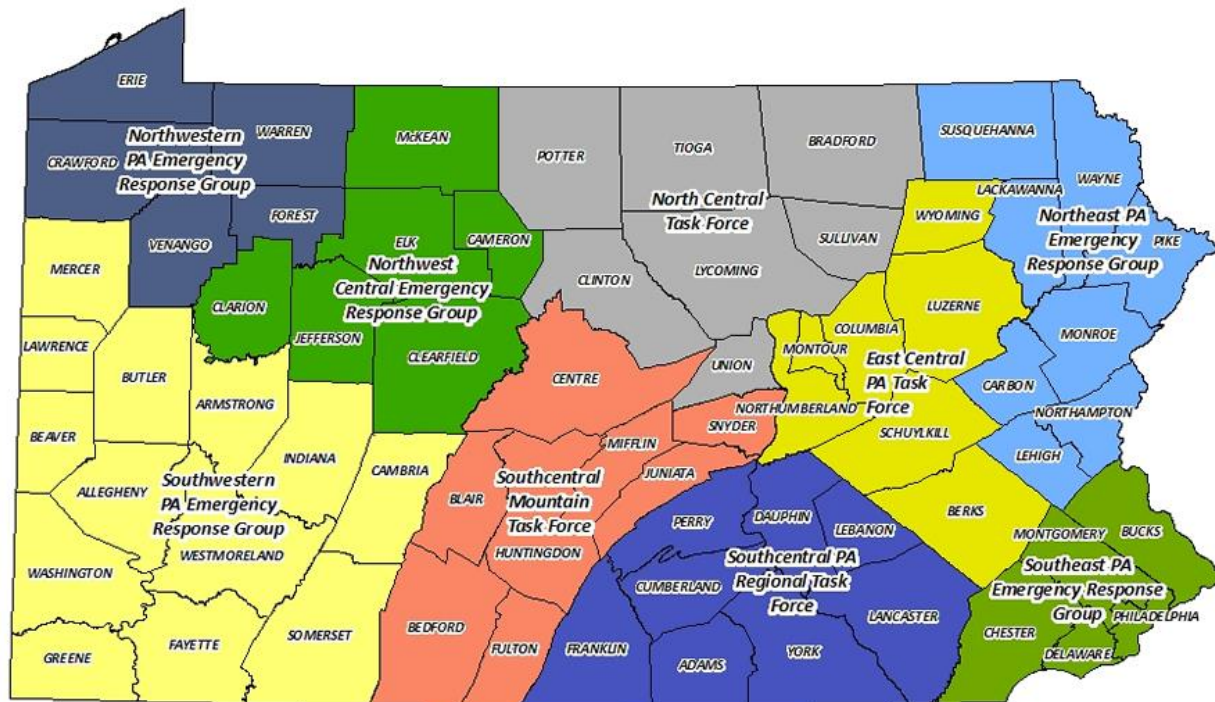


Figure 8: Pennsylvania Regional Task Forces

VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTERS (VOADs)¹⁰

Another group that would have been helpful to consider more closely when developing AFRs are the Voluntary Organizations Active in Disasters (VOADs). This group is an association of organizations that mitigates and alleviates the impact of disasters; provides a forum promoting cooperation, communication, coordination and collaboration (the “4Cs”); and fosters more effective delivery of services to communities affected by disaster. Founded in 1970, National VOAD Member organizations have worked tirelessly to assist communities affected by disasters. Over the past 44 years, the VOAD movement has grown to include more than 100 Member organizations. Guided by the core principles of the 4Cs, National VOAD Members provide the leadership that builds strong, resilient communities and delivers hope in times of need.

There is a statewide VOAD – the PAVOAD – as well as several regional VOADs. Efforts were made to connect with these groups as they are very similar to the AFRs, however, because they too are volunteer organizations, it has proven difficult to connect for many of the same reasons that the AFRs groups have been having trouble finding stability.

¹⁰ <https://www.nvoad.org/>

COUNTY EMERGENCY MANAGEMENT AGENCIES (EMAs)

Each County Emergency Management Agency (EMA) is organized slightly differently. For example, the Chester County Department of Emergency Services (DES) has a Volunteer Management Coordinator who is the point of contact for groups such as AFRs or PaCRT. This person can liaison between the DES and the groups to help organize, gather resources, and generally improve communications. This person is used to dealing with volunteers who may not know the ins and outs of the governmental agencies that they are trying to work with, but would like to help in certain areas. None of the other 66 counties in Pennsylvania have such a position and the position that would be the key contact for these initiatives varies from county to county. The lack of consistency in EMA structures has made it difficult to address the group collectively to share information about PaCRN.

Through PaCRN, we were able to hold training sessions for the PaCRT in three of the 67 total Pennsylvania Counties. In those counties, we were able to have one on one meetings with the EMAs and able to explain our goals, issues, and, in most cases, be able to effectively communicate. However, this information has not been shared with the other counties because there are no clear channels for contact or communications from county to county. While having personal discussions with each of the counties would be helpful, it was not something that was realistic for the grant period.

Legal Counsel

The formation of the Pennsylvania Cultural Response Team brought up legal considerations surrounding liability and responsibility.

If volunteers are entering an institution, upon the advisement of CCAHA to do so, what kind of legal ramifications does that have for CCAHA as an organization? If the volunteer is employed and is in a sense serving on the Team as a representative of his or her employer, does the employer hold any responsibility in the event action is taken? What if something is damaged? What if the volunteer is injured? When dealing with the AIC's Health and Safety committee in the development of Health and Safety training for the Emergency Responders, PaCRN coordinators realized that these issues needed to be more directly addressed for the integrity of this project to be maintained.

Luckily, through the training of FAIC's National Heritage Responders (formerly AIC CERT), liability waivers for volunteers and institutions had been developed. Using these documents as models, Pennsylvania-specific waivers were created, along with a Hold Harmless agreement, which was signed by each PaCRT member before officially becoming a part of the team. Copies of these documents are provided in Appendix J.

These documents provide some protection for CCAHA as the leader of this initiative, but additional legal work is necessary to ensure that the documents are comprehensive. It is also important to note that statutes vary from state to state for liability laws and workers compensation. Documents provided in this report are appropriate in Pennsylvania, but will likely need extensive revisions to meet with individual state statutes. Ideally, more time and a larger budget should be allocated for legal review when assembling a statewide team.

Sustainability

The sustainability of PaCRN and the associated networks is still an issue that continues to evolve. It is evident that support is needed, but it not clear where that support should come from, or what that support looks like. Measures have been taken to continue keeping lines of communication open, but there is still more to be done to ensure that the programs do not fail, momentum continues, and enthusiasm stays high.

Any emergency preparedness initiative, whether it is writing a plan, forming networks, training, or exploring risk factors and mitigation strategies, must remain active in order to be worthwhile. An emergency preparedness and response plan is no better than the paper it is printed on if it merely rests on a shelf, and information gained during training sessions will atrophy like unexercised muscles if not revisited. Exploring sustainability is, therefore, crucial to any success of PaCRN; without it, the efforts of the past three years would be rendered null and void. For example, this is one reason that CCAHA staff assisting regional cohorts in assembling AFR networks sought to identify enthusiastic leadership from representatives in the region from the start, in an attempt to foster ownership and accountability. CCAHA staff continue to fulfill the role of PaCRN coordinators and are committed to the initiative and ensuring its long-term viability.

Restructured Steering Committee

A simple way to keep the momentum of the various networks that have been developed through PaCRN was the restructuring of the Steering Committee. The restructured Steering Committee is composed of representatives from each the Alliance for Response groups, at least one representative from the Response Team, as well as interested members of the initial Steering Committee. The group has quarterly conference calls, hosted by CCAHA, to discuss what each of these groups has done in the last four months, brainstorm together about the coming season's potential threats (i.e. natural disasters, major events, etc.), and use each other collaboratively to solve problems. This communication system is vitally important to maintaining the regional and statewide networks developed throughout this program. The regular communications also serve to keep groups motivated to continue working on these projects, to remind groups that that they are not alone in their frustrations and challenges, and to offer a platform for groups to share accomplishments and success stories.

State Support

State agencies, in particular the State Archives and the State Historic Preservation Office (SHPO), have shown a great deal of interest in assisting with keeping the PaCRN groups active and supported. Since PEMA has indicated that as an agency it is particularly interested in recovery activities, the State Archives has goals to more fully develop the PaCRT, incorporating more state and government employees, to truly be a deployable force that can provide subject specific information during a disaster recovery. As previously addressed, developing the team under the term "recovery" does create some problems, but might be a good way to demonstrate the value of the team and its potential to be better used in response activities, which may be able to provide more support in the future from PEMA or other state agencies.

The SHPO has been working on creating hazard mitigation procedures across the state for historic buildings and properties. The SHPO staff are currently working under a grant to develop these procedures and it may be possible to align some of the SHPO's objectives with AFR groups, which are working more with preparedness and mitigation, and with PaCRT. While the SHPO funding is limited and meant to be

focused on structures, it does provide some support options for the immediate future, primarily in the form of training. For future planning and grant projects it may be possible that some SHPO resources could be allocated to addressing the needs of artifacts as well as buildings, but further involvement with the SHPO will be necessary to develop the possibility.

Both of these activities, while promising, will still require involvement and presence from CCAHA staff. Without dedicated resources (time and funding), it is difficult to guarantee the level of involvement necessary. CCAHA is committed to the PaCRN initiative and will continue to pursue funding to support these activities.

PaCRT In Action

PaCRT had an opportunity to practice deployment in December of 2016. On December 19th, Crouse School House, a recently refurbished historical building associated with the Greene County Historical Society in Waynesburg, PA sustained approximately 6 in. of water in the building. Though there were no artifacts inside the building at the time, the site and the county were concerned with potential damage to the wooden floors while the structure dried.

PEMA's Western Area Office Emergency Management Specialist notified CCAHA, and team members located near the site were contacted. Team members responded with availability and that information was passed along to the site and the Western Area PEMA Office. In preparation, team members compiled information and resources about how to dry historic wooden floors, and contacted other members of the team who had experience with this topic.

The speed of response, the effective communication, and the recognition of the PaCRT by PEMA and other emergency managers is very encouraging. Though the situation was resolved without the need for PaCRT volunteers to be deployed, this provided an important practice experience for team members and CCAHA staff, as well as demonstrated to the Emergency Management community the possible benefits of the team.

Conclusions

One Size Does NOT Fit All

A goal of PaCRN was to be able to expand beyond just Pennsylvania. The hope was that PaCRN's holistic approach would be able to serve as a model for the development of comprehensive emergency preparedness and response programs in other states and regions. While the curriculum supplied through this report, especially in the appendices, can certainly be used for training events and workshops, the network formation, which is truly at the heart of this initiative, will need to be approached with flexibility.

The methodology of building relationships with state agencies early in the process of creating a comprehensive emergency preparedness and response program is essential to the successful implementation of any network. These agencies can ensure that any initiative is informed with proper timelines, familiar with state structures and processes, and aware of concurrent projects. This knowledge will help to shape what is feasible from a project such as this, as well as guarantee the project's success and support.

AFR Model Application

The national Alliance for Response model is an excellent method for connecting cultural institutions, particularly in larger metropolitan areas. In some cities around the country, it has been a very successful method for engaging with the emergency management community as well. However, like the PaCRN model, the AFR model cannot fit every state and every city or town with the exact same affect.

Nationally, more effectively addressing the needs of suburban and rural communities is something that could be more of a focus for AFR. Often, larger cities are much better prepared in general to cope with disasters and emergencies, but the same cannot be said for the sparsely populated regions around the country. Applying the same strategies for connecting cultural institutions and the emergency management community is not the most effective way to engage these communities.

Strategically aligning cultural communities with existing state agencies could significantly improve the efficacy of AFR. While it may seem advantageous to let the AFR groups define themselves, it may be more beneficial for the long-term sustainability of these groups to apply the more rigid state structures.

There is a great deal of work involved in launching new AFR networks, particularly in these rural areas, that often requires a great deal of travel in addition to time to dedicate toward research, program development, and liaising with both state agencies and other cultural institutions. Expecting or hoping that a volunteer from one of these often understaffed cultural institutions will be able to take on an additional commitment that is so intensive is often not feasible. Especially during the start-up phase of new Alliance for Response networks, but perhaps helpful even once networks are launched, a person with paid, dedicated, time to devote toward these activities in each state would be an incredible benefit.

Pennsylvania's State of Preparedness

The PaCRN initiative has benefitted cultural resources throughout the state of Pennsylvania in a number of ways. Individual institutions are more protected with enhanced safety and security for their collections because of the development of institutional emergencies plans through PaCRN's workshops. The development and enhancement of Alliance for Response groups increased the availability of resources and facilitated communications among sites within each of the state's regions. When emergencies occur at museums and historic sites, individuals on the PaCRT are able to offer a new layer of service, identifying appropriate resources and assisting with triaging decision-making processes that can be very difficult and stressful. In general, because of PaCRN, cultural institutions in Pennsylvania are more prepared to deal with emergencies or disasters.

However, the work is not finished.

Since 9/11, systems for emergency planning have grown more sophisticated throughout the country, with emphasis placed upon response protocols for first responders and emergency management personnel. First responders and emergency management personnel are trained to diligently follow the official protocols in their statewide emergency response plans. Since these individuals have a broad mandate for ensuring community and public safety, the unique needs of museums, libraries, archives, and historic sites can easily be overlooked. First responders and emergency management personnel often possess little background experience in understanding the special needs of collecting institutions. Staff and volunteers at collecting institutions have rarely considered emergency response in the broader context of community

security and safety, leaving them unaware of how they fit into the statewide and federal emergency response plans. The relationship between these two groups is still developing.

Because of PaCRN, these two groups are more aware of each other, and in some cases, such as in the three counties where training events took place for the PaCRT, the relationships have become quite close. However, gaps still remain, and more education is still needed on both sides. Communication and terminology, processes and structures, and general operations of agencies is not fully understood on either side uniformly across the state.

While PaCRN did address some of these issues, it also established that more work is still necessary to ensure that cultural institutions across the Commonwealth are prepared for emergency situations. Even with the comprehensive PaCRN programming, many cultural institutions have still not been able to participate in workshops and/or develop their own plans. Some county emergency management agencies are still unaware of what cultural resources exist in their areas and how to address these resources in the event of a disaster. The ground work has been laid and preparedness has certainly been improved, but there are still more issues to be addressed.

**Developing Cooperative Disaster Networks
for Cultural Institutions:
A White Paper on the
Pennsylvania Cultural Resilience Network (PaCRN)**

APPENDICES

Appendix A
Alliance for Response Meeting Agendas



Berks-Lehigh Counties Alliance for Response Kick Off Meeting

Wednesday, January 13, 2016

Henry Janssen Library, Berks History Center

10:00am-12:00 pm

Goals:

- Strengthen preparedness efforts
- Bring the cultural heritage community together with the emergency planning community
- Provide a forum to network with the emergency planning community

Agenda

10:00 – 10:15	Welcome and Introductions <i>Kimberly R. Brown, Director of Special Collections and Archive, Henry Janssen Library, Berks History Center</i>
10:15 – 11:15	The PaCRN Initiative and AFRs - Presentation <i>Samantha Forsko, Preservation Specialist, Conservation Center for Art and Historic Artifacts</i>
11:15 – 11:45	What Can We Do to Improve Preparedness? <i>Group discussion on cooperative follow-up programs, events, and training.</i>
11:45 – 12:00	Final Questions & Establish Next Meeting

Special thanks to the **Henry Janssen Library** for hosting today's meeting.

Berks-Lehigh Counties Alliance for Response Governance Structure Meeting

March 22nd, 2016

Henry Janssen Library, Berks History Center (or new location)

10:00am-12:00 pm



Goals:

- Continue to strengthen our network
- Define our purpose and objectives
- Determine a governance structure to keep the network active

Agenda

10:00 – 10:15	Welcome and Introductions of New Participants
10:15 – 10:30	Group Updates <i>Group Discussion: What have you done since the last meeting to improve preparedness?</i>
10:30 – 11:00	AFR Governance Structures - Presentation <i>Samantha Forsko, Preservation Specialist, Conservation Center for Art and Historic Artifacts</i>
11:00 – 11:30	What is Our Purpose and How Do We Function? <i>Group drafting of a Mission Statement/Scope Document, detail terms of Chair positions</i>
11:30 – 11:45	Steering Committee Chair Volunteers <i>Determine who will fill the Chair positions through volunteers and nominations</i>
11:45 – 12:00	Final Questions & Establish Next Meeting

Appendix B

Alliance for Response Disaster Supply Cache Contents

Item	Notes	Vendor	Price	Amount	Item Number
Nitrile Gloves	2 boxes each size	Uline	\$17.00	6	S-19182
Small Tool Box	23 x 12 x 10	Uline	\$39.00	1	H-4815
Extension Cords	All Purpose, 100'	Uline	\$52.00	4	S-13798
Lanterns	Coleman LED	Uline	\$30.00	2	H-4772
Industrial Flashlights		Uline	\$6.00	2	H-13774
Batteries (Flashlight & Lantern)	Duracell Alkaline D 12pk	Uline	\$19.00	2	S-15607
Headlamps		Uline	\$27.00	2	S-21093
Batteries (Headlamp)	Duracell Alkaline AAA 24pk	Uline	\$17.00	1	S-15604
Poly Aprons	100 per box	Uline	\$17.00	1	S-10485
Plastic Sheeting	Clear Plastic 2 mil 10'x200'	Uline	\$43.99	4	S-14630
Polypropylene Rope	3/8" 600'	Uline	\$50.00	1	S-12864
Dust Masks	Box of 20	Uline	\$19.00	3	S-5688
Safety Glasses	Sets of 12	Uline	\$2.50	12 (1 set)	S-13390C
First Aid Kit	Serves 50 people	Uline	\$94.00	1	H-743
Heavy Duty Work Gloves	12 per box, med & large	Uline	\$32.00	4	S-16907M / S-16907L
Hard Hats		Uline	\$10.00	5	S-10512Y
Tyvek Suits	Coveralls with Hood, Case of 5	Uline	\$170.00	1	S-11495
Duct Tape	Industrial, Silver, Case of 12	Uline	\$21.60	4	S-15877
Caution Tape	3" x 60'	Uline	\$19.00	1	S-14687
Tarps	30' x 40'	Uline	\$39.00	4	S-5129
Freezer Paper	1,100' roll, 30" wide	Uline	\$97.00	1	S-15677
Freezer Bags	13 x 15", Carton of 100	Uline	\$37.00	1	S-17791

Garbage Bags	33 x 39" Heavy Duty, 33 Gallon	Uline	\$80.00	1	S-5101
Tek Wipes	Kimwipes Low-Lint 1ply, 4.4x8.4	Uline	\$101.00	1	S-8115
Hollytex	3257	Talas	\$6.90	30	M7500-471- 100
Soot Sponges	Large	Talas	\$5.50	20	TCD083002
Mylar Sheets	4 mil 13" x 19" (25 sheets)	Talas	\$21.20	1	TFM009003
Blotter Paper	10pt roll 40" x 50 yards	Talas	\$214.85	1	TPB139010
Newsprint	20 lbs pk of 20" x 20"	Talas	\$25.99	1	TPB023002

Appendix C

Original PaCRN Steering Committee

Jeffrey Allen	Emergency Management Supervisor, Recovery Resources Team	PA Department of Community and Economic Development
Rusty Baker	Executive Director	PA Museums
Philip Barker	Director, Western Area Office	PA Emergency Management Agency
Alan Bartlett	Systems Librarian	Allegheny College
Fred Boylstein	Director, Central Area Office	PA Emergency Management Agency
Tony Camillocci	Director, Eastern Area Office	PA Emergency Management Agency
Amanda Ciampolillo	Acting Regional Environmental Officer	FEMA, Region III
Tom Clareson	Senior Consultant for Digital and Preservation Services	LYRASIS
David Dunn	Director, Bureau of the State Museum	PA Historical and Museum Commission
Lori Foley	Vice President of Emergency Programs	Heritage Preservation
David A. Haury	State Archivist	PA State Archives
Alice Lubrecht	Director, Bureau of State Library	PA State Library
Miranda Nixon	Preservation Coordinator	University of Pittsburgh
Brenda Reigle	Chief of the Collections Care Section	PA Historical and Museum Commission
Bill Ryan	Protective Security Advisor, Philadelphia District	US Department of Homeland Security
Steve White	Protective Security Advisor, Harrisburg District	US Department of Homeland Security
Bob Winters	Protective Security Advisor, Pittsburgh District	US Department of Homeland Security

Appendix D

PaCRN Symposium 2016 Agenda



2016 PaCRN Symposium

September 20, 2016

PEMA Emergency Operations Center
1310 Elmerton Avenue
Harrisburg, PA 17110

9:00 – 9:15 Welcome and Introductions

Laura Hartz Stanton, Executive Director, CCAHA

9:15 – 9:45 The Key to Emergency Preparedness in the Keystone State: a Pennsylvania Cultural Resilience Network Summary

While systems for emergency preparedness and response have grown more sophisticated throughout the country in the wake of recent disasters, much work still remains to be done so that cultural institutions (museums, historic sites, libraries, archives, and other cultural repositories) are poised to effectively respond to large incidents. This session will discuss how the PaCRN project has aimed to improve emergency response and preparedness in cultural institutions across the state by providing training opportunities and connecting communities for better response and more efficient mitigation. Find out more about the lessons learned from this grant in facilitating communication, forming cooperative disaster networks, and effective training models. Discover how to become more involved to keep this initiative alive.

Samantha Forsko, Preservation Specialist, CCAHA

9:45 – 10:30 Pennsylvania Recovery Resources Team: Information Briefing

The key objective of the Recovery Resources Team is to institutionalize a process for ongoing communication and disaster recovery resource coordination among partners. Maintaining the framework of recovery resource coordination for the Commonwealth creates an increased capacity for reduced recovery time in the event of future disasters. By maintaining this structure, linkages between funding streams and the private sector are created. The linkages serve as a platform to educate the private sector about individual mitigation measures that can be put into place that will assist in reducing future economic injury, and improving the communities' ability to bounce back from disasters or other disrupting incidents. In the event of a disaster, the Team will coordinate the commonwealth's recovery support operations and serve as the liaison between the affected communities and the state and federal agencies, private

corporations, non-profit organizations, and volunteer organizations that will assist in the recovery efforts.

Jeffrey Allen, Commonwealth Disaster Recovery Coordinator Recovery Resources Team, PA Department of Community & Economic Development Center for Local Government Services

10:30 – 10:45 Break

Opportunity for a respirator fit test following the break (location TBD).*

10:45 – 11:30 Pennsylvania Cultural Response Team Training Development

Emergency planning is designed to aid in the development of effective emergency plans to help mitigate, respond to, recover from, and prepare for disasters. In order to build effective emergency plans, emergency management personnel and cultural institution staff need to effectively collaborate. After plans are in place, the next step is to test them. This session will explore how stakeholders can work together to develop a training program designed to increase awareness and communication. It will also review best practices and lessons learned from a series of recent training and exercise sessions hosted by the Conservation Center for Art & Historic Artifacts.

Heather Morgan, Exercise and Training Coordinator, Chester County Department of Emergency Services

Samantha Forsko, Preservation Specialist, CCAHA

11:30 – 12:15 Cooperative Disaster Networks in Action: A Case Study

The Heritage Emergency Response Alliance (HERA) is an Atlanta-based cooperative disaster network dedicated to protecting cultural institutions (museums, historic sites, libraries, archives, and other cultural repositories) from disasters, and has responded and assisted with numerous disasters in the area over its five year history. See how a cooperative disaster networks gets put into action and learn more about what happens during a deployment through the examination of HERA's recent response to flooding in Columbia, South Carolina.

Rebecca Landel-Hernandez, Archivist, Education Chair, Heritage Emergency Response Alliance (HERA)

12:15 – 1:15 Lunch

Lunch will be provided on-site.

1:15 – 2:30 Alliance for Response Panel Discussion

Alliance for Response, a program of the Foundation of the American Institute for Conservation, unites cultural heritage and emergency management professionals at the local level. Through the PaCRN grant, five new Alliance for Response networks in Pennsylvania were launched to better serve the more suburban and rural areas of the state, and the three existing networks were strengthened. In this discussion, attendees will hear more about the experience of developing these networks, including what challenges leaders have faced and how they were overcome, as well as future plans for this initiative nationally.

Alan Bartlett, Chair, Northwestern PA Alliance for Response (NWPA AFR)

Miranda Nixon, Chair, Alliance for Response Pittsburgh

Heather Reiffer, Chair, Suburban Philadelphia Alliance for Response (SPAR)
Jessica Unger, Emergency Programs Coordinator, Foundation for the American Institute for Conservation of Historic and Artistic Works (FAIC)

2:30 – 3:00 New Jersey Cultural Alliance for Response

The New Jersey Cultural Alliance for Response (NJCAR) empowers New Jersey's cultural communities to preserve their valuable assets and sustain operations before, during, and after a disaster strikes. This new alliance is composed of a network of organizations, associations, agencies, and individuals dedicated to safeguarding the State's cultural heritage. Working closely with New Jersey Office of Emergency Management (NJOEM), NJCAR has incorporated the State's cultural resources into the statewide Emergency Response Framework for disaster planning, risk assessment, hazard mitigation, and recovery. As a result, county and local government emergency managers can connect through NJOEM and NJCAR with managers of cultural assets in their local communities. This session will explore how this group was formed and what they hope to accomplish in the future.

Karl Niederer, Chair, New Jersey Cultural Alliance for Response

3:00 – 3:15 Break

3:15 – 4:00 Best Practices in Resilience, Cybersecurity, and Digital Disaster Preparedness

Not only do institutions need to be prepared for disasters that can physically damage artifacts, but considerations should also be made to protect critical infrastructure and digital assets. In an age of hackers, cybersecurity of institutions may also be threatened. Learn how to better protect digital assets from man-made and natural disasters.

Bob Winters, Protective Security Advisor, Department of Homeland Security
Tom Clareson, Senior Consultant for Digital & Preservation Services, LYRASIS

4:00 – 5:00 Tour of the Facilities

Led by Fred Boylstein, Central Area Director, Pennsylvania Emergency Management Agency (PEMA)

** For more information on respirator fit testing and medical clearance, please contact Samantha Forsko, Preservation Specialist, CCAHA, at sforsko@ccaaha.org*

Appendix E

Protecting Collections Workshop Agendas

AGENDA

PART ONE

9:00 – 9:15	Welcome and Introductions
9:15 – 9:30	Pennsylvania Cultural Resilience Network
9:30 – 10:30	Introduction to Preparation & Mitigation – Case Studies Key Steps in Disaster Preparedness
10:30 – 10:45	Break
10:45 – 11:20	Group Tabletop Exercise
11:20 – 12:00	Anatomy of an Emergency Plan Pocket Response Plan for Collections (PReP) – Side A
12:00 – 1:00	Lunch
1:00 – 2:30	Pocket Response Plan for Collections (PReP) – Side B Salvage Priorities Incident Command System
2:30 – 2:45	Break
2:45 – 4:00	Insurance Risk Assessment Prevention & Mitigation Methods
4:00 – 4:30	Questions & Answers Homework Review: <ul style="list-style-type: none">• Pocket Response Plan for Collections (PReP) – Side A• Emergency Preparedness Checklist – Handout 10 <i>Please bring an extra copy of both of these documents to Day Two to give to the instructor</i>

AGENDA
PART TWO

9:00 – 9:15	Welcome and Introductions
9:15 – 10:15	Reporting Out Homework & Stumbling Blocks Wetting of Books
10:15 – 10:30	Break
10:30 – 12:00	Introduction to Response & Recovery – Case Studies Working with Emergency Recovery Services Inventory Control Supplies Emotional Response to Disasters
12:00 – 1:00	Lunch
1:00 – 1:30	Health & Safety Collection Response Protocols & Salvage
1:30 – 3:00	Hands-on Salvage Exercise
3:00 – 3:15	Break
3:15 – 4:15	Resumption of Service Exercising Your Emergency Plan
4:15 – 4:30	Final Questions & Wrap Up

This workshop was adapted from a program developed by and is presented courtesy of the Western State and Territories Preservation Assistance Service (WESTPAS).

Appendix F

Disaster Response and Recovery: A Hands-on Intensive Workshop Agenda

AGENDA

9:30 – 9:45	Welcome and Introductions
9:45 – 10:30	Incident command system Personal safety Object tracking Basic salvage techniques
10:30 – 10:45	Assign roles and responsibilities
10:45 – 11:15	Assess site Gather supplies Set up triage area(s)
11:15 – 11:30	Break
11:30 – 12:30	Salvage
12:30 – 1:45	Lunch
1:45 – 2:45	Salvage
2:45 – 3:00	Break
3:00 – 3:30	Salvage
3:30 – 4:30	Debriefing, final questions and wrap-up

Appendix G

PaCRT Member Go Kit Contents

“Go-Kits” for the Pennsylvania Cultural Response Team

To be supplied by CCAHA (sizes as specified by participants): Vendors & Prices verified 4/27/16

Item	Item #	Source	Price
Hard Hat	PYR-HP14030	http://www.fullsource.com/best-selling-hard-hats/pyramex-hp14030/	\$4.85
N-95 Dust Masks	3M-8214	http://www.fullsource.com/8214/	\$95.50
Nitrile Gloves	MEM-6015	http://www.fullsource.com/search/memphis-gloves-6015s/	\$8.30
Work Gloves	MEM-N96797	http://www.fullsource.com/search/memphis-n96797/	\$3.00
Protective Glasses	CREWS-BK110	http://www.fullsource.com/safety-glasses/safety-goggles/crews-bk110/	\$1.41
Tyvek Coveralls	488MP400L	http://www.webstaurantstore.com/white-disposable-microporous-coveralls-with-hood-large/488MP400L.html	\$2.06
Flashlight	1587730	http://www.staples.com/Rayovac-Value-Bright-Combo-with-2D-Flashlights/product_1587730	\$4.29
Note Pads	1485056	http://www.staples.com/Staples-Subject-Notebook-8-x-10-1-2-College-Ruled/product_1485056	\$1.00
Clipboards	912174	http://www.staples.com/OIC-Hardboard-Clipboard-Letter-Natural-Brown-9-x-12-1-2-/product_912174	\$2.69
Sharpies	371792	http://www.staples.com/Sharpie-reg-Fine-Point-Permanent-Markers-Black-12-pk-1812419-/product_371792	\$6.00
Scissors	505255	http://www.staples.com/Westcott-Acme-Straight-Contract-Shears-Black-7-/product_505255	\$1.89
Post-Its	852242	http://www.staples.com/Post-it-reg-Notes-3-x-3-Canary-Yellow-12-Pads-Pack-with-6-Bright-Pads-654-14-4YWB-/product_852242	\$19.99
Pencils	573932	http://www.staples.com/Dixon-Oriole-Pre-sharpened-Pencils-2-Soft-Dozen/product_573932	\$2.79
Pens	442901	http://www.staples.com/BIC-Round-Stic-Ballpoint-Pens-Black-Ink-Medium-Point-60-Box/product_442901	\$5.29
Vest	USELM2R	http://www.fullsource.com/best-selling-safety-vests/full-source-uselm2r/	\$3.95

“Go-Kits” for the Pennsylvania Cultural Response Team

Highly recommended for deployment, to be added to go-kits by participants:

Safety boots with steel shank and toe
Respirator (OSHA-compliant fit testing required)

Recommended items to add to go-kits by participants:

Headlamp	Fire retardant overalls	Handy wipes
Bandana	Small first aid kit	Water bottle
Matches	Camera	Space Blanket
Whistle	Multipurpose tool (leatherman)	Sun screen
Hand sanitizer	Work gloves (leather)	Hat
Bug spray	Extra batteries/chargers	

Supplemental supplies specific to salvage or triage:

Labels	Boxes - variety, incl. Rescubes	Bubble wrap
Tissue paper	Blotters	Batting
Hollytex or Remy	Rope and string	Add'l Tyvek suits, sleeves
Add'l nitrile gloves	Add'l N-95 masks	Add'l splash goggles

Appendix H

PaCRT 2016 Curriculum

WEBINAR 1: INTRODUCTION

Date: End of March 2016

Speakers: David Carmicheal and Fred Boylstein

Topics: Introduction to PaCRN, Current state of Emergency Preparedness in PA, Past Cooperative Emergency Networks

HOMEWORK: ICS ONLINE TRAINING (ICS-100 and ICS-200)

<https://training.fema.gov/nims/>

WEBINAR 2: INSURANCE

Date: End of April 2016

Speakers: Diane Jackson and Eric Fischer

Topics: What kind of information do you need to provide to insurers, and what can the insurance company do for you? Case studies will be explored.

HOMEWORK: PREPARE A HOME DISASTER KIT

<http://www.ready.gov/build-a-kit>

<http://www.ready.gov/kit>

<http://www.redcross.org/prepare/location/home-family/get-kit>

WEBINAR 3: HEALTH AND SAFETY

Date: End of May 2016

Speakers: Julie Sobelman

Topics: What kinds of resources did you put in your home disaster kit? What do you need to know to protect yourself when responding to a disaster?

HOMEWORK: GET RESPIRATOR FIT-TESTED

(NHR team is required to get fit tested when they first sign up for the team, it's up to them after that)
Provide information on where to get fit tested

PARTICIPATE IN THE DAY LONG TRAINING EVENT IN YOUR REGION

Dates: June, July, August 2016

WEBINAR 4: SUSTAINABILITY AND THE NATIONAL PICTURE

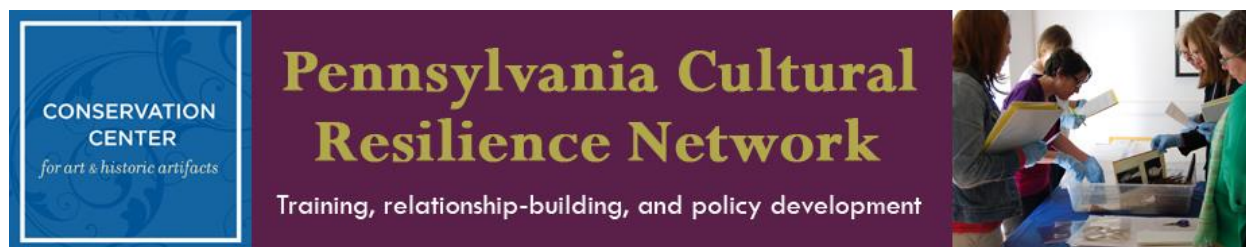
Date: September 2016

Speakers: Lori Foley and Jess Unger

Topics: Lessons learned from the training events. How FAIC and FEMA are involved in cultural heritage disaster preparedness, what are future plans for larger initiatives for state and national disaster preparedness, what can we do to help this group live on

Appendix I

PaCRT Training Event Agenda



Pennsylvania Cultural Response Team Western PA Training Event

Tuesday, August 16, 2016
Old Economy Village
270 16th St, Ambridge, PA 15003
9:00am-4:00 pm

Goals:

- Meet other team members and members of the emergency management community
- Practice responding to an emergency at a historic site
- Improve communications between emergency managers and the cultural community

Agenda

9:00 – 9:15	Welcome <ul style="list-style-type: none">- Participants receive their PPE starter kits
9:15 – 9:45	PaCRT Responsibilities and Expectations <ul style="list-style-type: none">- Discuss how and when team will be deployed- Address questions about deployment process
9:45 – 10:00	Break
10:00 – 12:00	Table Top Exercise with Beaver County Emergency Management <ul style="list-style-type: none">- Learn about what emergency management is and what services they provide- Incident Coordination- Operational Communications- Situational Assessment

12:00 – 1:30	Lunch
	<ul style="list-style-type: none">- Pay your way

1:30 – 3:30	Functional Activity
	<ul style="list-style-type: none">- Assessment Teams visit the damaged area for initial assessment- Discuss findings from initial assessment and develop a recovery plan- Assemble groups and assign tasks using ICS

3:30 – 4:00	Debriefing
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Special thanks to **Old Economy Village** for hosting today's meeting.

Appendix J

PaCRT Waivers and Hold Harmless Agreement

264 South 23rd St
Philadelphia, PA 19103
ph: 215-545-0613
fx: 215-735-9313
www.ccaha.org



RELEASE AND WAIVER OF LIABILITY

I, _____, have volunteered to serve on a project in _____ (location) to preserve cultural works, organized by the Conservation Center for Art and Historic Artifacts ("CCAHA")

I understand that working with damaged collections may expose me to a variety of health and safety risks. These risks include, but are not limited to, exposure to mold and other contaminants, potentially unsafe environments (unstable structures, dark, wet, etc.), exposure to insects, rodents, reptiles, etc. I will rely on by best judgment regarding such risks and will take steps to mitigate or prevent them (such as wearing appropriate protective equipment). Although dust masks may be available, I acknowledge that it would be up to me to provide and use my own properly fit-tested respirator. I understand that CCAHA cannot ensure or guarantee my health or safety.

I hereby assume all risks associated in any way with my voluntary participation in this project, and I hereby release, indemnify, and hold harmless CCAHA, and their respective members, officers, directors, employees and agents from any and all liability by reason of any injury, damage, loss or expenses (including costs of judgments, settlements, court costs, and attorney's fees, or injury arising from my participation in this project. The foregoing release applies irrespective of the cause of the injury, damage, loss or expense, including that caused solely or in part by the fault (including but not limited to negligence, gross negligence, and recklessness) of the above-named parties. This Release and Waiver of Liability shall be binding on me and my heirs, executors, administrators, successors, and assigns.

This Waiver and Release Agreement will be governed in all respects by the substantive laws of the Commonwealth of Pennsylvania without regard to any conflicts of laws principals. If any part of any provision of this Waiver and Release Agreement is ruled invalid or unenforceable under applicable law, such part will be ineffective only to the extent of such invalidity, and will in no way affect the remainder of the provision or this Agreement.

I have read and understand this Waiver and Release Agreement and have signed this voluntarily.

Signature: _____

Date: _____

264 South 23rd St
Philadelphia, PA 19103
ph: 215-545-0613
fx: 215-735-9313
www.ccaha.org



**PERMISSION FORM
COLLECTIONS EMERGENCY RESPONSE**

_____ (“Institution”), as owner or custodian of a collection or collections of art and/or cultural materials, hereby gives permission to the Pennsylvania Cultural Response Team for access to the aforesaid collection(s) for purposes of coordination of salvage efforts, inventory, assessment, and stabilization.

In consideration of my permission, Institution does hereby release, discharge, and hold harmless the Conservation Center for Art and Historic Artifacts (CCAHA), their members, officers, directors, and employees from any and all liability by reason of any damage, loss, expenses, or injury arising from this cultural recovery effort, including that caused solely or in part by the fault (including but not limited to negligence, gross negligence, and recklessness) of the above-named parties.

The undersigned represents and warrants that he or she has all necessary authority and has obtained all necessary consents to execute and perform this Permission. This Permission will be governed in all respects by the substantive laws of the Commonwealth of Pennsylvania without regard to any conflicts of laws principals. This Permission shall be binding on Institution and myself and our heirs, executors, administrators, successors, and assigns.

Institution: _____

By:
Signature: _____

Print Name: _____

Title: _____

Date: _____

HOLD HARMLESS AGREEMENT

This Hold Harmless and Indemnification Agreement ("Agreement") is entered into by and between _____, Participant of the Pennsylvania Cultural Response Team, hereinafter "Promisor", and the Conservation Center for Art and Historic Artifacts, hereinafter "Promisee", on this 26th day of July, 2016, in Pennsylvania.

The intent of this Agreement is to indemnify Promisee from any claims arising from and related to damages or injuries sustained by the Promisor while participating in emergency preparation and response activities.

FOR VALUABLE CONSIDERATION, the receipt of which is hereby acknowledged, Promisor and Promisee agree as follows:

Promisor will indemnify and hold harmless Promisee from any and all claims, actions, and judgements, including all costs of defense and attorney's fees incurred in defending against same, arising from and related to damages or injuries sustained by the Promisor while participating in emergency preparation and response activities. Promisor's actions include the acts of Promisor's agents and employees.

In the event any claim or suit is brought against Promisee within the scope of this Agreement, Promisor shall pay for legal counsel chosen by Promisee to defend against the same.

This Agreement shall encompass claims resulting from activities associated with the Pennsylvania Cultural Response Team.

In the event either party files suit in a court of law to interpret or to enforce the terms of this Agreement, the party prevailing in such action shall be entitled, in addition to any legal fees incurred in defending against any third party claim, to its reasonable legal fees and costs incurred in such action to interpret or to enforce the terms of this agreement.

This agreement shall be interpreted under the laws of the Commonwealth of Pennsylvania.

Signed:

Promisor Signature

Promisee Signature

Date